



April 1, 2019

To: Briann Harms and Arthur Koski
Greater Boca Raton Beach and Park District

From: George S. Brown
Deputy City Manager

Re: Boca National Golf Course Proposal

Thank you for providing the Boca National Golf Club (BNGC) project plan description, received from Mr. Koski in early March. This memorandum provides background, discusses the project proposal, and seeks clarification on various items so that City staff may provide City Council with an analysis of the proposal in advance of their future meeting with the Commissioners of the Greater Boca Raton Beach and Park District (District).

Background:

As you know, pursuant to Resolution No. 10-2018, the City District entered into an Interlocal Agreement (Agreement) whereby the City provided \$20 Million in funding (through a City-issued bond financing) to the District for the acquisition of the former Ocean Breeze golf course. As provided in the Agreement, the City is retaining ownership of the golf course lands west of NW 2nd Avenue (+/- 141.45 acres) until the District has repaid the City. The golf course lands west of NW 2nd Avenue are subject to the terms and conditions of the Interlocal Agreement.

The District also acquired the former Ocean Breeze lands east of NW 2nd Avenue (+/- 72.53 acres) directly from the seller without financing from the City. The City has no ownership interest in those lands, and the Interlocal Agreement terms and conditions are not applicable to them.

Section 7 of the Agreement provides as follows:

7. Improvements to the Property. The planning, design and development of the Property shall be the complete responsibility of the DISTRICT and the funding of all costs relating to said planning, design and construction shall be paid by the DISTRICT. Prior to the DISTRICT finalizing any plan for improvement of the Property (and any amendments thereto) (hereinafter referred to as "Improvement Plan) and/or issuing or approving any request for proposal for the planning, design, or construction of improvements to the Property, the DISTRICT shall provide a publicly noticed opportunity for members of the public to receive information on such proposed plan and to present input/comments on such proposed plan and/or any request for proposal. Additionally, the CITY shall be provided the opportunity (prior to approval by the DISTRICT) to review, comment on, and approve any Improvement Plan, which approval shall not be unreasonably withheld. The DISTRICT agrees that it shall not implement an Improvement Plan, or any part thereof, unless the above-described opportunity for the public to receive information and present input/comments has been provided and the Improvement Plan has been previously approved by the City in writing. The DISTRICT further agrees that, during the term of the Bonds, any and all Improvement Plan(s) shall not alter the use of the Property, or any part thereof, such that the Property shall at all times be used only for a public purpose.

City staff has reviewed the BNGC proposal, as well as a revised market and financial analysis from National Golf Foundation (dated October 2018). The proposal, as presented, is, in many respects, preliminary:

numerous details are not yet fully established or provided. Some of those many details are matters that will be addressed in the site plan approval and construction permit processes. Others raise questions that need to be addressed for City staff to provide reasonably thorough analysis and input to City Council prior to the City's approval of the proposed Improvement Plan (Plan) pursuant to the Interlocal Agreement.

Specific issues are discussed below, with questions in italics. Please respond to each of the issues and questions in as much detail as possible.

Project Proposal:

Land Use/Zoning:

A golf course (including its associated accessory uses, such as clubhouse, driving range, golf learning center, cart barn, maintenance facility, internalized pro shop, and other golf course uses) is a permitted use on the property (both sides of NW 2nd Avenue, but excluding the entrance parcel at Yamato Road) that will be subject to site plan approval. The proposed Plan (Page 52) identifies parcels on the northwest and southwest corners of NW 2nd Avenue and Jeffery Street as "Available Land for Development." These parcels are subject to the Agreement, so their development is subject to approval by the City, both in its regulatory capacity and pursuant to the Agreement. In addition, the Agreement requires that the Property, including these parcels, be used only for public purposes. Page 39 of the Plan shows these parcel areas as green space components of the golf course plan.

All proposed land uses need to be identified for the City to determine what approval process would be applicable, as well as if the uses are acceptable to the City and comply with the public purpose requirements. What "development" is being considered for these parcels?

If no potential uses are currently proposed/identified, what is the plan regarding these parcels? Will the District address these issues by platting separate parcels now and seeking later approvals for these parcels subject to applicable regulations?

What is the reason for the difference between pages 39 and 52 of the Plan; i.e., what actually is proposed for this corner?

The development schedule (pages 40-41 of the Plan) appears to indicate that a traffic study was submitted to the City in February 2019, but the City has no record of a study being provided. The traffic impacts of the proposed new development are an important consideration for the City.

When will a traffic study be completed and submitted to City staff?

Does the traffic study assume the abandonment of Jeffery Street east of NW 2nd Avenue and the impact of the proposed development on the intersection geometry and function?

The development schedule appears to indicate that the timeframe for approval of the site plan runs from May 2019 to January 2020, with course construction commencing in June.

Please clarify the planned schedule for site plan approval (required before commencement of construction) and the planned schedule for construction.

Is the development schedule on page 41 still valid? If not, what is the revised schedule?

Phasing and Design of Site and Facilities:

The development schedule includes several issues that require additional explanation:

Is the development phased? If so, what are the phases and the associated schedules?

From the schedules, it appears that the maintenance center and clubhouse will be constructed after the 18-hole golf course is open for play. Is a temporary clubhouse trailer or similar facility included in the schedule and the costs? Where will it be located? Any temporary facilities must be indicated on the site plan.

The maintenance center and clubhouse are the only facilities that appear in the schedule. Is there a schedule for the other components of the Family Activity Center east of NW 2nd Avenue?

The schedule indicates that the maintenance facility will commence construction after the course has opened for play. If the course is open for play, how will routine maintenance be provided prior to the opening of the maintenance facility? Where will equipment be stored?

Is a lightning detection/warning system included in the design? It is not shown in the detail costs.

The Phase I: Investigation and Conceptual Design Process schedule includes "Abandonment of Jeffery Street Extension" as a required element and shows that no work has been accomplished on that task, whereas the development schedule on page 41 appears to indicate this task will be completed by May 2019. No abandonment application has been filed. The preferred Option 4, as designed, appears to be contingent on that abandonment. The abandonment is subject to approval by the City Council in its discretion. What is the impact on the Plan if the abandonment is not approved?

The landscape plan (p. 39) indicates some median landscaping on Jeffery Street/Clint Moore Road. Is landscaping planned for NW 2nd Avenue beyond what is shown on Page 39?

The Phase I schedule indicates that the NW 2nd Avenue Tunnel task has progressed only 10 percent, but the estimated costs for the tunnel are included at \$2.45 Million. Are these costs fully vetted and confirmed? The Tunnel would be subject to approval by the City, including licensure with indemnification from the District.

The Municipal Services Department has several questions regarding the Tunnel (see Attachment 1). Please provide responses to those questions.

Although the Plan is conceptual, it is important that all requirements are considered early in the process so the project, if approved pursuant to the Agreement, can proceed smoothly through the permitting process and that the estimated costs are inclusive.

The Municipal Services Department also has general site design questions and comments included in Attachment 1. Please provide responses to those comments.

Utility Services provided site design questions and comments, detailed in Attachment 2. Although some details would be addressed in the site plan and or construction permit approval process, please provide responses, particularly to the issue of septic tanks for the accessory buildings (such as the on-course restrooms, which are not depicted on the layout plan). The estimated costs for the on-course restrooms indicate water and sewer supply are included – please confirm if City sewer connection and service are anticipated.

The City's Police Services and Fire Rescue Services Departments have provided comments on the Plan (see Attachments 3 and 4), including security recommendations that will impact project design, construction, and ongoing operations, as well as minimum code requirements. Although many of these details would be clarified in the final permit drawings for the project, design and cost implications should be considered as part of the Plan.

What safety and security measures are included in the development/construction estimates provided?

What recommendations from Police Services will be included in the final plans?

Are Florida Fire Prevention Code requirements addressed in the plans and estimated costs of construction?

Has a cart storage facility been designated? What is the location? If the storage area is incorporated into the clubhouse, what is the plan for cart storage prior to clubhouse construction?

What recommendations from Fire Rescue Services will be included in the final plans?

The development schedule indicates the landscape design for the master plan and golf course was to be presented to the District for approval by March 19, 2019 (after the Plan was provided to the City). The City has not received a landscape plan other than the limited information that is included in the Plan.

Has the landscape design plan been completed? If so, please provide a copy to the City for consideration as part of the approval process, as provided in the Agreement. We may have additional questions when the plan is completed.

If the plan is complete, have landscaping plan costs been updated from the estimates included in the project costs?

The Plan indicates an industrial composter will be included as a sustainability initiative.

What is the proposed location of the industrial composter in relation to surrounding uses and activity areas of the golf course?

In addition to what is described on page 39 of the Plan, will any other sustainability initiatives be included in the operations of BNGC?

Does BNGC plan to pursue sustainability certification for the course?

Project Development Costs:

The Plan provides an estimated cost of \$28,000,924.00, but that amount does not include any consultant fees or provisions for contingencies. The Plan also provides that the construction costs for structures, including the clubhouse, are not based on designed buildings with quantities and finishes defined. The Plan narrative indicates that as the consultant team meets with City staff, they will be able further to define what code requirements may be applicable in order better to define costs.

Considering the contingencies noted, what is the District's level of confidence in the overall estimated cost? What plans are in place to address cost increases and contingencies?

Has the District prepared a multi-year budget that will address the costs of project development in addition to the costs of its ongoing obligations? Please provide a copy of the District's financial projections supporting the feasibility of the development Plan.

The Plan provides a market analysis and financial projections for the ongoing operation of BNGC (see discussion below), but it does not indicate a source of funds for construction of the proposed improvements.

Is the District requesting financial support from the City for the construction of the BNGC? If so, in what form, in what amount, and based on what timing/schedule? If not, what is the source of funding? If in part, what is the source of the balance of the funding? What is the overall financing plan to implement the BNGC? Does the District have the funds to proceed with development and, if so, is the development phased? What is the overall project financing plan and schedule?

What impact will the construction costs, including any financing structure, have on the District's present and future revenues and ongoing operating obligations and expenditures? In earlier presentations, the District indicated it could undertake BNGC without a millage increase – is that

still the case? Has a detailed financial plan been prepared for the District that includes BNGC as well as all other District plans, programs, and projects?

Project Operations, Revenues, and Operating Costs:

In November 2016, the District indicated to the City that it would be prepared to operate a golf course facility at Ocean Breeze and, pursuant to an interlocal agreement, would engage City personnel to maintain the facilities to preserve employment for current City employees. Section 8(E) of the Agreement provides that, upon closure of the City's municipal golf course (on Glades Road in Palm Beach County), the District shall either use best efforts to offer City golf course employees, who may so wish, employment by the District at a compensation rate and with benefits equal to those paid by the City or enter into a separate interlocal agreement providing that the City will continue to employ those employees, at the District's expense, to work on the Property.

The National Golf Foundation financial projections in the Plan assume that BNGC will be managed via a fee-for-service management contract operator "with experience and expertise in all functional areas of golf and clubhouse operations, in order to maximize the economic potential of the facility" to mitigate the high costs of labor experienced at the City's municipal golf course. This approach is counter to that previously expressed by the District and contemplated by the Agreement.

Does the District intend to use best efforts to hire City employees or enter into a separate interlocal agreement to employ the City employees, as provided in the Agreement?

How would compliance with Section 8(E) of the Agreement affect the National Golf Foundation financial projections?

Does the District intend to hire City golf course staff not otherwise employed by the City at the time of closure of the City's golf course? If so, under what terms and conditions?

Recreation Services staff have prepared a detailed analysis of the project development and operations, included in Attachment 5.

Please provide a response to each of the development and operational concerns/recommendations provided by Recreation Services.

As noted throughout the Recreation Services analysis, operating costs appear to be underestimated. If revenues end up being overestimated and costs underestimated, does the District's operating budget have sufficient other revenues to cover shortfalls at BNGC?

Based on the Recreation Services analysis, driving range and snack bar revenues may be overestimated by at least \$130,000 in year one. What is the District's plan if these revenues are not achieved as projected?

Section 8.F of the Agreement provides that the District shall establish and utilize rates and fees that provide a meaningful discount from non-resident rates for District and City residents, and that the City and the District shall agree on the discount.

The proposed BNGC pricing structure represents a 38% increase for residents and a 47% increase for non-residents, compared to the City's current rates. Has the impact of that increase on anticipated rounds been fully considered in the financial projections? How will the District address a revenue shortfall due to fewer rounds played than projected?

Based upon the information provided in the Plan and our analysis, the City has significant concerns about the financial feasibility of the project, both in its implementation and in its ongoing operations. The District is already obligated by the Agreement to make debt service payments to the City for the acquisition of the

property, and the costs of construction and ongoing operations of the golf course will be added to that obligation and the District's other capital and operating costs.

Has the District determined how it will be able to meet all its financial and operational obligations considering the additional expense that will be associated with developing and operating the proposed BNGC?

Summary:

Please provide responses to the questions and comments noted above and in the Attachments. It is important to note that the City must review the proposal both pursuant to the Agreement and in its regulatory capacity. The City's review as landowner and financial guarantor pursuant to the Agreement is the primary focus of the current review, but regulatory and other Citywide concerns, including financial and general planning issues, must also be considered prior to granting approval to proceed with the Plan.

I have provided the Attachments, as well as this document, in WORD format to facilitate your responses. As you know, City Council has indicated it would like to have a workshop with City staff to review the BNGC proposal prior to a joint meeting with the District Board of Commissioners. Your responses to the questions and comments are a critical pre-requisite to that workshop. After the workshop is held, we will be able to confirm a date for a joint meeting of our governing bodies.

Thank you for your prompt attention to this matter. Please let me know if you have any questions.

Attachments 1 – 5

C: Leif J. Ahnell, C.P.A., C.G.F.O., City Manager
Michael J. Woika, Assistant City Manager
Michael J. Kalvort, CPRE, Recreation Services Director
Linda C. Davidson, C.P.A., C.G.F.O., Financial Services Director
Robert J. DiChristopher, P.E., Acting Municipal Services Director
Chris Helfrich, P.E., Utility Services Director
Brandon R. Schaad, AICP, Development Services Director
Daniel C. Alexander, Police Chief
Thomas R. Wood, CFO, Fire Chief
Diana Grub Frieser, City Attorney

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ATTACHMENT 1

Municipal Services Comments

Boca National Golf Club Proposal

1. Who will maintain the tunnel and its' stormwater pump station?
2. Will the inside of the tunnel be lit? Will it have security gates?
3. Will the drainage from the rear yards of the single-family homes be included in the golf course drainage system?
4. I believe Boca Teeca condominiums might have storm water culverts that drain eastward across the golf course and into the ditch on the east side of the property.
5. During times of drought, the canal on the north side of the property has been completely dry. There is no guarantee that the proposed lakes will have water in them all of the time.
6. All exotic and invasive vegetation should be removed from the drainage ditch on the east side of the property.
7. Who will maintain the drainage ditch on the east side of the property?
8. Who will maintain the proposed landscaping and paver brick in the public rights-of-way?
9. The FDOT is currently designing a multi-purpose pathway for Jeffery Street within the project limits. Coordination should be done between the golf course and the pathway project.
10. Are any upgrades/ repairs planned for the existing tunnel under Jeffery Street?
11. Note that the plan would permanently prohibit any future consideration of extending Clint Moore Road/Jeffery Street east of NW 2nd Avenue.

ATTACHMENT 2

Utility Services Comments/Recommendations

Boca National Golf Club Proposal

1. The existing site is currently served with City water and sewer facilities.
2. Construction of septic tanks will not be permitted.
3. The proposed tunnel under NW 2nd Ave will require the construction of a new City owned lift station, additional gravity sewer piping along Jeffery St. and NW 2nd Ave, and relocation of water and sewer force mains along NW 2nd Ave.
4. Any upgrade of these water and sewer services is to be done by owner and at the owner's expense. Additional water and sewer impact fees may be assessed.
5. Utility easement will be required over new City owned water and sewer within private property.
6. Construction plans must be prepared by a Professional Engineer registered in the State of Florida and submitted to the "City Staff" public works review for approval.
7. Indicate estimated increase/decrease in water (domestic and irrigation) and sewer flow demand in GPD on plans.
8. Contractor to maintain and adjust all existing sanitary manhole covers, fire hydrants, water meter boxes and valve boxes to finished grade as may be necessary.

ATTACHMENT 3

Police Services Department Recommendations

Boca National Golf Club Proposal

Notations: Clubhouse design has not been submitted for review. Upon receipt, a CPTED review of the site plan specific to the Clubhouse and adjacent parking lot should be completed. Similarly, plans specific to the storage of the golf cart fleet are absent from this initial plan, and should be reviewed upon receipt.

Recommendation:

The building address, name of the facility, and hours of operation should be placed on the building facing NW 2nd Ave to establish quick locating by emergency personnel. All other buildings should be clearly marked as well, to reinforce the specific usage of the building, and the times of day when it is not appropriate for persons to be at the building.

- Wayfinding will be a significant feature of this project. Adequate and abundant signage denies a potential offender's opportunity to justify presence or loitering in areas of concern.
- Signage should direct patrons where to go, be it to enter, exit, locate restrooms, find a course or specific hole, or get assistance. Restricted areas (maintenance building, offices, etc) should be clearly marked "Authorized Personnel Only" or similar.
- Site plans should be submitted in writing and USB, to Police Services for emergency use.

Recommendation:

A closed-circuit surveillance system is recommended for the property, with most emphasis placed on buildings housing high-value technology (Golf bays, Learning Center, Clubhouse server rooms), currency (Clubhouse offices, rental bays, halfway house), and food and beverage (concessions, carts, halfway house):

- It should be capable of capturing recognition-quality images in low light (at least 2MB, 720p) and store those images in an easily exportable format. The system should be capable of storing images for at least **90** days.
- To build upon the deterrent value of surveillance cameras, signage should be posted on and around the building(s) perimeter to alert to the presence of the cameras. Use wording similar to: "Security Cameras in Use".
- Other considerations are:
 - type of camera installed: distance (on the course), wide angle versus zoom (office hallways and offices, building perimeters), pan/tilt/zoom (parking lots, open perimeters), color rendition, picture quality of both moving and still images, exportability (E-mail/USB/DVD) of moving and still, and storage capacity. A decision must also be made whether the system will be monitored (requires proper signage be posted).

Recommendation:

Maintenance buildings, Learning Center, Golf bays, and the Clubhouse should have a software-based Keycard access control system.

An access control system, with electronic access and key card badges is a positive security measure that bears many benefits such as:

- Automatic door locking, reducing unauthorized access to the building.
- Electronic notification to staff if a door is unsecured or open.
- Cleaning crews or other after-hours personnel can be tracked, areas of entry can be restricted as desired, and time/date/frame of time is recorded.
- In the event of an incident, software can be searched to determine which particular badge was used to access the area relevant to the incident.
- If an employee separates from the organization, their badge can be remotely deactivated, immediately restricting access to the building.

Recommendation:

To promote course maintenance and continued upkeep by both users and staff, place and abundance of trash receptacles throughout the course, clubhouse, and family activity center.

Recommendation:

Restrooms should only be unlocked during Course hours-of-operation. Because public restrooms are popular places for loitering and other unintended activities, especially when placed in areas of isolation (such as a golf course), an even more ideal situation would be to keep the restrooms locked at all times, accessible by keycard. This keycard could be issued at player-check-in, cart rental, or be linked to a member card.

LED lighting, placed out of reach, in vandal-resistant housing, should be installed around the restrooms and halfway house, to discourage overnight guests. If the restroom facilities are kept locked at all times, the plan can include the “blackout” of the buildings when the course is in blackout. If restrooms are equipped with mechanical locks, or the buildings are found to be utilized after-hours, LED lighting should be utilized at a minimum average foot-candle of 3FC.

Consider equipping restrooms and the halfway-house with motion-activated CCTV.

Recommendation:

Benches and seating areas should utilize armrests to discourage use as sleeping areas.

Recommendation:

Install a monitored alarm system. An alarm system, with signage, can serve to deter persons who may be considering criminal activity. Second, a monitored alarm system will serve to limit losses because burglars know they have only limited time to gather property before police arrive on scene. Focus on the Clubhouse, cart bays, technology bays, learning center, and food-and-beverage areas.

Recommendation:

Consider utilizing anti-graffiti paint on restroom buildings, Golf bays, any substrate bordering I-95.

- **Sacrificial Coating** – A sacrificial anti-graffiti coating forms a clear-coat barrier over the surface being protected. If the surface is vandalized, the protective coating can be removed using a high-pressure washer, taking the graffiti with it. Sacrificial coatings are great for sound barriers, building exteriors, bridges, tanks, and any other surfaces with ground-level access.

- **Permanent** (or Non-Sacrificial) Coating Permanent anti-graffiti coatings are often more expensive than sacrificial coatings, but if used appropriately only have to be applied once. They work by creating a protective surface that spray paint cannot bond to. The graffiti is simply wiped off with a graffiti remover, leaving the graffiti coating and the surface it protects intact.

Recommendation:

Lighting:

Lighting is critical to creating a safe environment to protect people and property after dark, as well as reducing the likelihood of criminal behavior occurring on the property after hours-of-operation. Several things are considered when evaluating lighting:

- Reducing/eliminating glare
- Consistency of illumination
- Sufficiency of illumination
- Color rendition
- Proper maintenance

Safety and security hinge on people having 30 feet of available sight distance. This equates to 5-6 seconds of time to see another person and choose to avoid, evade, ignore, or engage. LED lighting is the clear choice for illuminating guest areas with its excellent color rendition, long life span, limited light trespass, quick start (no re-strike), on-off capability (no reduction of light output as it ages) and energy efficiency. Metal halide lighting offers similar superior color rendition and may be a chosen substitute for nighttime range lighting.

Fixtures should concentrate on full cut-off or cutoff housings, to focus light on the specific areas that require it. Full or semi-cutoff fixtures ensure that sufficient lighting is focused on the course, buildings, parking, and guest areas, while limited the trespass into adjacent residential spaces. Adequate illumination can be achieved using LED lighting and/or appropriate fixture housings to reduce nuisance light trespass into adjacent areas.

All pathways, transition spaces, and building perimeter should be illuminated to a minimum of 1FC and the parking lot should be illuminated to a minimum of 5fc. Uniformity ratio should be no greater than 1:4fc min-to-max.

It is recommended to illuminate all operational areas from dusk to dawn, to deter crime. A second standard option of crime prevention illumination strategies involves "blacking out" the golf course overnight. "Blacking out" the course makes it difficult for offenders to operate and allows police and security to easily identify campus trespassers. During hours of course blackout, lighting should remain at restrooms, and building exteriors.

Recommendation:

Driving range and modular bays should be equipped with overhead sliding doors which can be deadbolt-or-keycard system-locked, secured, and alarmed.

Recommendation:

On-site security should be utilized for all Clubhouse functions and special events.

Recommendation:

The halfway house sits close to public access road (Clint Moore). This building presents a high security risk as adjacent street lighting may illuminate a path direct to this building, making after-hours pedestrian access a likely risk. It is recommended to remove any monies kept here, if concessions are sold. Add decals (provided by Police Services) on any buildings where it may be construed that money is kept, that indicate cash is not kept onsite.

Recommendation:

The Learning Center will function as a space for multiple colleges and groups.

A security plan should be put into place to determine responsibility for safeguarding assets and securing the building upon daily closure.

Recommendation:

Site plans were unclear in reference to golf cart storage. Golf cart security will be a frequent level of concern as they are popular targets for theft. Anti-theft and secure storage measures will need to be addressed further in the development planning process.

Likewise, the maintenance building will contain valuable and high liability assets (chemicals, fertilizers, etc). Adequate lighting, surveillance, and locks will be necessary to ensure security of this building and its contents.

Recommendation:

Natural Surveillance is a design concept aimed at keeping offenders easily seen and observable, to reduce both risk and criminal behavior.

- Maximize visibility of people, parking lots, and building entrances; eliminate hiding spots
- Maintain adequate and consistent lighting for the area
- Landscape Architecture
- Strategic placement of gathering areas, whereupon ideally, one populated area looks up another and vice versa
- Hedge and tree maintenance
 - Cut low hedge-lines, incorporating ground cover and low shrubbery to maintain good sightlines across the area (3 feet tall maximum maintained height)
 - High tree canopies, kept away from pole lights,
 - Take care to account for future new tree growth and broader canopies when placing tree and lights, to prevent obscuring the intended target
 - Interior portions of the course should follow the 3’/6’ recommendations to eliminate ambush points.
 - A mix of high canopy trees and palms, and low growing ground cover, grasses, and shrubbery should be incorporated throughout the plain.
 - Avoid heavy brush and vegetation around tee boxes.
 - Maintain a free and clear cart path throughout the course

- Planned wildlife habitation areas
 - These areas will be created to encourage nesting, feeding, and shelter, however often incur unintended security challenges of:
 - Ambush points
 - Obstruction of natural surveillance

Utilize hostile plantings throughout these areas, such as saw palmetto, to reduce risk of creating unintended ambush points. Follow the 3' foot rule for low brush, and 6' foot rule for tree canopies as much as possible.

Recommendation:

- Territorial Reinforcement is the use of physical attributes that express ownership such as fencing, pavement treatments, signage, barricades, berms, and landscaping.
- Clearly indicate routes and areas where the public is welcome/not welcome.
 - Especially relevant at transition spaces behind Teeca Condos and Private Residential, and along E Jeffery St, Clint Moore Rd, and NW 2nd Ave, where pass-through and loitering must be discouraged
 - Raised berm, post-and cable, hostile vegetation, open-rail fencing

The perimeter of Boca National Golf Club will require territorial reinforcement using a variety of options. Post-and-cable is appropriate for along the perimeter of public access roads. Bollards (traditional steel, painted green), large stone, or heavy landscape planter, are appropriate for buildings fronts where vehicular traffic could encroach. A barrier to protect users congregating in player areas such as rental lines, practice areas, etc. is needed as well. High berms may be the desired choice for course perimeters bordering the Teeca Condos and Private residential areas. Hostile vegetation is a must for any landscape buffers, to prevent loitering, since these buffers may reduce sightlines. If any type of fencing is selected for use on this project, it should be open-rail or open-rail picket-style, to maintain sightlines.

Recommendation:

The existing and proposed tunnels should be constructed or modified to meet the following recommendations:

- Eliminate ambush points as a risk by keeping the areas around the entrance and exit free of landscaping
- Use mirrors to open up visibility of entry/exit corners, and reduce risk of attack from behind
- Use high gloss white paint to improve light reflectivity
- Install covert (out-of-reach) surveillance cameras to deter vandalism and other crime, but install signage to alert to their presence
- Utilize vandal-resistance housings on light fixtures and cameras (if applicable)
- When selecting lumen output for lighting fixtures, take care to avoid creating unintended disability glare at tunnel openings by maintaining a min-to-max uniformity ratio of no greater than 1:4.
- Properly mark and install signage reference to pedestrian crossings, cart crossings, and pathways.

ATTACHMENT 4

Fire Rescue Services Comments

Boca National Golf Club Proposal

A Fire Department access road capable of handling the load of a fire engine, as well as a fire hydrant, should be added for the maintenance building area. This requirement is in the Florida Fire Prevention Code. Additionally, if the access road is more than 150 feet in length, a means for the truck to turn around will need to be added to the design.

Fire Department accessibility and water supply for any structures located on the course should be considered in the design (for example: restrooms, shelters, concessions, etc.).

A golf cart barn is not indicated on the site plan. Is this going to be incorporated into the clubhouse?

Further review will be needed upon receiving the construction documents.

ATTACHMENT 5

Recreation Services Department Comments

Boca National Golf Club Proposal

Note: Staff just received on 3/25/18 the back-up detail for the National Golf Foundation (NGF) Cash Flow Analysis from October 2018 on page 44 of the Boca National proposal. References in this document may refer to NGF 2017 (Boca National Feasibility Study from NGF to the District from September 2017) and NGF 2018 (Boca National Market and Financial Analysis Update from NGF to the District from October 2018).

DEVELOPMENT CONCERNS

- 1) Timeline presented indicates golf course design permitting is complete at end of May 2019 for a September 1, 2020 opening.
- 2) No Golf Cart Storage Building in Plans or Estimates. Staff recommends cart storage building to be able to house a minimum of 100 carts, have ample storage capacity and total approximately 6,500 square feet.
- 3) No location or budget for “temporary” operations/administrative/pro-shop/snack bar/restroom trailers are contemplated. Staff recommends four trailers; a double-wide trailer for Pro Shop, Administration and Snack Bar and a single wide restroom trailer.
- 4) Clubhouse area is budgeted at \$3.4 million, \$1 million of which slated for a 12,000-square foot clubhouse. Staff recommends reviewing budget numbers based on commercial construction costs industry wide.
- 5) No restroom planned for short course. Staff recommends a restroom near the conjunction of holes 4,5 & 6 be constructed.
- 6) No Starter building planned for 1st tee. Staff recommends a modest sized starter building be constructed.
- 7) No Nursery Green on the plan, which would slightly alter an irrigation plan. A nursery green is critical to “harvesting” greens grade sod for replacement on the course. Staff recommends construction of a small nursery green with a minimum 4,500 square feet.
- 8) No Cam-locks (for generator hook-up in times of long term electrical outage) contemplated for irrigation pump station, which can be critical. Recommend cam locks be added to pump station.

OPERATIONAL CONCERNS

- 1) National Golf Foundation (NGF) October 2018 projections are based under the assumption the maintenance and operations will be run under a third party management entity and that costs may be understated.
- 2) Staff cannot say with confidence the marketplace will bear the projected peak season rates presented in NGF 2018. Current peak season weekend rates charged for the 18-hole Municipal Championship Course are \$52/\$65 (Resident/Non-Resident) including tax. NGF 2018 projections based on peak season weekend rates are \$67/89 (Resident/Non-Resident), not including sales tax, which would bring this pricing to \$71.69/\$95.23 (Resident/Non-Resident). This represents a 38% increase for Residents and a 47% increase for Non Residents over current rates.

- 3) NGF 2018 report has \$70,000 budgeted for Fertilizers and Chemicals. The proposed layout is minimum 150 acres maintained vs. 165 at Municipal, where we spend approximately \$220,000 annually (\$1,333 per acre). Staff feels this is conservatively understated by approximately \$100,000 annually.
- 4) Lighting for Family Activity Center budgeted at \$1.5 million. Projections on additional operational or utilities cost or when ROI can be achieved are not contemplated (Note: NGF 2018 was submitted without a lit driving range/short course as part of the plan).
- 5) Driving Range Revenue: NGF 2017 states the national average is \$1.50 per round. NGF 2018 contains annual Driving Range revenue projected at \$4.14 - \$4.29 per round. Year one projected at \$232,000 (on 56,000 rounds) up to \$300,000 in year five (on 70,000), which staff feels is an aggressive projection, even if the Driving Range is lit. Presently, revenues at the Municipal Course, with a driving range open to the public, are \$75,000 on 73,000 rounds (\$1.03 per round). Staff feels that the size and location of the range, combined with lighting for additional hours of use, particularly in winter, will conservatively double existing revenues, but are suspect we can triple or quadruple revenues and consequently feel these revenues are overstated by approximately \$80,000 in year one up to approximately \$100,000 in year five.
- 6) Snack Bar Revenue: NGF 2018 projects snack bar revenue at \$5 per round for Championship Course and \$2 per round for short course (weighted avg. of \$4.54 per round). Year one projected at \$254,000 and up to \$313,000 in year five (\$4.47 per round). Current snack bar revenue at Municipal Course is \$170,000 on 73,000 rounds, or \$2.33 per round. Staff feels dollars per round will increase at a new venue (perhaps \$1 per round), but not double. Staff feels these revenues are overstated by approximately \$50,000 annually.
- 7) Other concerns with the detail in NGF 2017 & 2018:
 - a) Golf maintenance staff did not include a Spray Technician, which staff feels understates the forecasted Maintenance budget by approximately \$45,000. However, staff feels that with a new irrigation system, a full-time irrigation technician will not be necessary, which will equate to a savings of approximately \$45,000. The course has been closed since July 2016 and the weed seed in the soil will create tremendous weed pressure on the newly planted course, which will require much spraying over the maintainable 150 acres. Further, with the inclusion of a 75,000-foot putting course and two large greens in their short game area, there will be approximately six acres of green surfaces, which is a 50% increase over the current four acres at Municipal, where we employ a full-time Spray Technician. Greens are sprayed twice weekly and sometimes three times. Staff recommends having a Spray Technician designated for the spraying of herbicides and fertilizers.
 - b) The proposed golf maintenance laborers (greens keepers who cut the grass) are all part time, which staff feels may be problematic for the new additional acreage in greens at the new course. 12 part-time positions were proposed, and staff feels that this is attainable but foresees turnover as a potential issue. Staff feels the new course will require a minimum of (1) Golf Course Superintendent, (1) Assistant Superintendent, (1) Mechanic, (1) Mechanic Helper (if assisting with Red Reef) and (1) Spray Tech.
 - c) In NGF 2017, proposed Golf Cart Storage was for 80 carts and 5,500 square feet, which is completely inadequate. Staff recommends cart storage should be for up to 100 carts (80 fleet and 20 seasonal), have ample storage capacity and should total a minimum of 6,500 square feet.
 - d) NGF 2017 proposed a 4,000-square foot maintenance building at a total cost of \$400,000, which staff feels is inadequately budgeted and extremely undersized to house equipment.
 - e) NGF noted industry standards of \$1.50 per round in Driving Range revenue and in NGF 2018, their estimate for Boca National is 276% greater.

POSITIVES

1. Design is user friendly and with sufficient teeing areas for golfers of all abilities.
2. NGF Projected rounds are conservative and achievable however, proposed pricing can be an impediment in achieving those levels. Staff would recommend more reasonable pricing, which could achieve projected revenues, but with a greater level of participation. (i.e. greater number of rounds).
3. A Maintenance Facility is budgeted at \$2.65 million, which staff feels is adequate. Presently, we have a 5000-foot facility and a 4500-square foot open-air pole barn to house M&E and materials at Muni. Granular fertilizers are currently in bags and shrink wrapped on pallets are under roof in the pole barn, but can be legally stored inside a Maintenance Facility and is recommended. Staff recommends a minimum 10,000 square foot enclosed facility (to alleviate the effects of salt air on equipment we currently store in our pole barn).
4. Irrigation system overall budget at over \$2.7 million, which staff feels is sufficient, but there is concern some existing main lines (which could be up to fifty years old) may be utilized.
5. Equipment is budgeted at \$2.3 million, which staff feels is not only sufficient, but possibly as much as \$500,000 too high.
6. Cart paths are planned "wall to wall" on the 18 hole Championship course and short course and are budgeted at \$.88 million. Cart control curbing in some areas will be built. Staff recommends curbing to keep green complexes pristine in these high traffic areas.
7. Extensive subsurface drainage is planned (5+ miles) throughout the course.
8. Greens are proposed to be built to United States Golf Association (USGA) specifications, which includes sub-surface drainage.
9. Bunker construction includes drainage.
10. Two on course restrooms are budgeted to include sewer.
11. Bunkers will not be deep (for playability) and fingers/contouring would be such that they could be mechanically mowed (vs. labor intensive fly-mowing).

Proposed parking lot is for 216 cars, which is sufficient. Current lot at Municipal Course is built for 160 cars and there is occasional overflow.